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18 December 1961

MEMORANDUM FOR: Special Assistant to AD/CI
Chief of Staff, ONS

SUBJECT : ED/I Handling of State Department Guideline Papers

1. As you know, this Agency provides formal written comments on draft State Department "Guidelines for Policy and Operations". In the ED/I area the procedure has been for ONS to take the action and to prepare with OCI joint ONS/OCI comments. These comments are forwarded to the undersigned who incorporates them with comments from DEP in an Agency reply.

2. In addition to formal comments immediately prior to publication, State Department procedures provide for informal working level consultation with other agencies while a guideline paper is being drafted. Although there has been early consultation with CIA in a few instances, such consultation has not taken place for most of the papers now in the State pipeline. In an effort to stimulate early consultation, the ED/I has sent the attached letter to Mr. Lucius Battle at State.

3. The letter to Mr. Battle forwards lists of OCI personnel to serve as points of contact for informal early consultation with this Agency. In view of the large number of papers which will be involved and the desirability of making use of the detailed expertise available in OCI from the outset, the ED/I has decided that OCI should be responsible for coordinating ED/I support at this stage. However, OCI action officers should consult their ONS opposite numbers whenever requests for early informal comment and support are received, and the latter should be given opportunity to participate fully in whatever support is provided to the extent that estimative issues warrant. OCI should also touch base with ONS in the manner to be described below for formal comments, and should notify the undersigned that State has requested support.

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4. With the dispatch of the letter to Mr. Ruttie there will also be a parallel change in the method of preparing formal written comments in the DD/I area. OSI will become the action office responsible for securing comments from other DD/I offices and for preparing combined comments for transmittal to the undersigned. The drafts for formal comment will, therefore, now be forwarded to OSI (one of these should be returned with the written comments). ONE will, of course, continue to play its present major substantive role, and will usually be expected to provide a statement as to whether the proposed guideline paper adequately reflects the assessment of the situation contained in NIEs and related papers.

5. The DD/I also wishes the newly established Research Division of OSI to participate in preparing formal comments. At present the resources of this Division are limited because it is far below authorized strength. Until further notice, therefore, OSI should not refer papers routinely to ONE. Instead, the OSI action officer on each paper should call the Chief of the Research Division (Mr. Bruce Clarke, extension 6213) to determine whether his Division wishes to participate.

6. Few, if any, guideline papers will require referral to DD/I offices other than OSI, ONE and ONI. Such referral should be made by OSI on an ad hoc basis when it seems to be required.

LOUIS MARENCO

OSDI:LMARENCO:JTB

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13 December 1961

MEMORANDUM FOR: L. D. Battle
Executive Secretary
Department of State

SUBJECT : Working Level Consultation with CIA on "Guidelines
for Policy and Operations"

REFERENCE : Memorandum for the Director, CIA from the
Undersecretary of State, dated 6 November 1961

1. We have, over the past month, received copies of several guideline papers sent to this Agency for formal comment prior to their final publication and dissemination. We are glad of this opportunity to comment on these papers and hope that our remarks have been of value to the regional Assistant Secretaries responsible for their preparation.

2. The referenced memorandum also contemplates that consultation will occur with other interested agencies at the working level while a guideline paper is being drafted. We have found that in a few instances such informal consultations have taken place, but that for a great majority of the countries they have not. We would value the further development of these informal early contacts in the belief that we can be helpful to the authors at this stage and that there are advantages to conveying our views as early in the production process as possible.

3. I suspect that the major explanation for the relative absence of early informal contact is simply that the authors of the papers do not know who their CIA counterparts are. With this thought in mind, I am attaching lists of Agency personnel who are available to State Department officers for early informal consultation. A separate list is provided for each State Department Bureau. The CIA individuals named are not the only ones in the Agency doing work on the countries listed but they of course have access to the others.

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4. I recognize that early consultation with CIA may not be necessary or desirable for every guideline paper. Nonetheless, I hope that the attached list will stimulate more such consultation on future papers.

5. I do not intend by anything I have said to suggest changes in present procedures for securing formal CIA comments on guideline papers. Papers for formal comment should continue to be addressed to me.

ROBERT AMORY, JR.

ODDI:LMARENGO:jts (13 Dec 61)

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